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Corporation of the City of Hamilton

HAMILTON WATERFRONT

MASTER DEVELOPMENT PLAN

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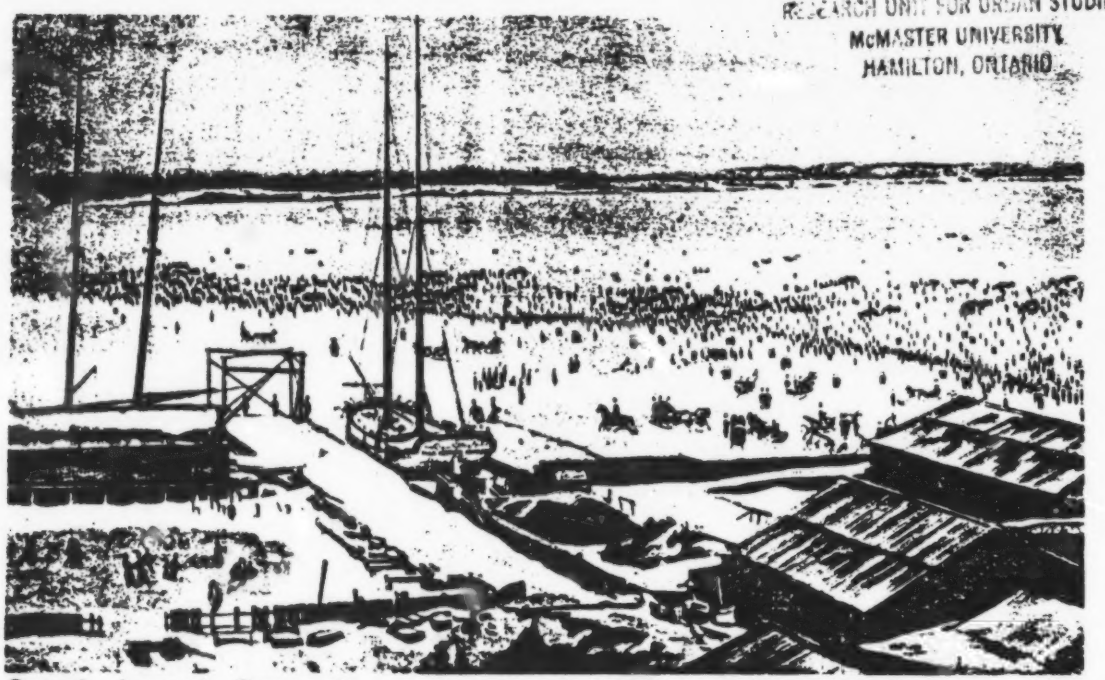
McMASTER UNIVERSITY
HAMILTON, ONTARIO



Grand Annual Bonspeil January 4, 1877 Hamilton Harbour Area

PROPOSAL

Coombes Kirkland Berridge

January 1985

COOMBES/KIRKLAND/BERRIDGE

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174 ST. GEORGE ST. TORONTO
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(212) 586-2677

Corporation of the City of Hamilton

Hamilton Waterfront
Master Development Plan

PROPOSAL

URBAN DOCUMENTATION CENTRE
RESEARCH UNIT FOR URBAN STUDIES
McMASTER UNIVERSITY
HAMILTON, ONTARIO

Coombes/Kirkland/Berridge

in association with:

EDA Collaborative Inc.
Economic Planning Group of Canada
Harbourfront Corporation
Booth Aquatics Ltd.
Barton-Aschmann Associates Ltd.
Stevenson, Hluchan Associates Ltd.
Parker Consultants

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ANTHONY C. COOMBES • J. MICHAEL KIRKLAND • JOE BERRIDGE

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January 17, 1985

Mr. E.A. Simpson
City Clerk
Corporation of the City of Hamilton
Office of the City Clerk
71 Main Street West
Hamilton, Ontario
L8N 3T4

Dear Sir:

I am pleased to enclose 15 copies of our proposal for an urban waterfront redevelopment plan for Hamilton.

We are extremely interested in the opportunities presented by Hamilton's waterfront for a variety of recreational developments that can function on a local and regional level. In assembling our team for this assignment, we have been very conscious of the need to bring a very broad range of expertise and experience to provide the direction necessary if that waterfront potential is to be realized. This team, which has worked together on several previous assignments, has been involved in some of the most important and successful waterfront projects, both in Ontario and elsewhere in the U.S. and the Caribbean. We feel it is essential that Hamilton have the benefits of a national and indeed international perspective when it comes to making decisions about the future of this major waterfront resource.

Coombes/Kirkland/Berridge, the lead consultant in our group, was responsible for the basic development plan for **Harbourfront Corporation** in Toronto, and has continued to work with them over the past seven years, refining and developing what has become one of the best examples of creative use of an urban water's edge in North America. Several others who are intimately involved with **Harbourfront** are also represented. **Ann Tindel**, the Director of Programming for Harbourfront, has been responsible for the remarkable success in involving artistic, cultural, ethnic and other groups into a wide range of programmed activities, transforming Harbourfront from the dismal collection of warehouses and piers it was only a few years ago to a most interesting and active people place. Her experience in animating Harbourfront has been now utilized by several other projects, most notably the Yerba Buena in San Francisco, the Port Authority of New York, and New Jersey's new projects on the New York waterfront and the World Financial Center, in Battery Park City in New York. Coombes/Kirkland/Berridge have also been involved in the World Financial Center, as urban designers and then project co-ordinators of this most ambitious Manhattan waterfront development. These projects, and others similar to them in New Jersey, Buffalo, Vancouver, San Francisco and Montreal, have given the firm an invaluable base from which to approach the basic design and development strategy for the Hamilton waterfront.

Other members of the team have the necessary experience in detailed consideration of the facilities that might be incorporated in the waterfront. **The Economic Planning Group of Canada** have made a speciality of testing the economic feasibility of different recreational facilities and marinas as well as in the whole area of tourism management. They prepared the market analysis for the Wave Pool at Confederation Park in Hamilton and have been frequently retained by Ontario Place, testing different recreational options. **EDA Collaborative** provide the landscape input to the team, having undertaken recreational and marine plans for more than ten Ontario waterfronts and many other similar projects across Canada.

The team is rounded out by significant expertise in four important areas: **Barton-Aschmann Associates** are traffic consultants with considerable experience of the Hamilton area; **Stevenson Hluchan Associates** are marine engineering consultants who have worked with Coombes/Kirkland/Berridge on many of their major waterfront projects in Toronto and the Caribbean; **Booth Aquatics Ltd.** are environmental analysts with valuable expertise in the environmental impact of waterfront development; **Parker Consultants** are consulting engineers who will provide the necessary municipal servicing analysis.

This team we feel consists of strong and imaginative firms who will bring the necessary blend of creativity, international experience, and professionalism to the preparation of the best plan for Hamilton. That plan will not be a proven success unless it provokes the support and imagination of the Hamilton community. We note therefore your proper concern in the Terms of Reference with public participation. Our experience indicates that involving the local resident and business interests creatively involves more than making periodic public presentations. Rather, we see involving people in meaningful, functional ways throughout the course of the study. For this reason, we have proposed an initial workshop session, early in the project, to stimulate the enthusiastic involvement of affected parties. It is a technique we have employed elsewhere with great success.

We are excited by the opportunity of the waterfront. We think we have the team and experience to undertake the project within your time and budget requirements. We look forward to hearing from you.

Yours,

Joe Berridge
Coombes/Kirkland/Berridge

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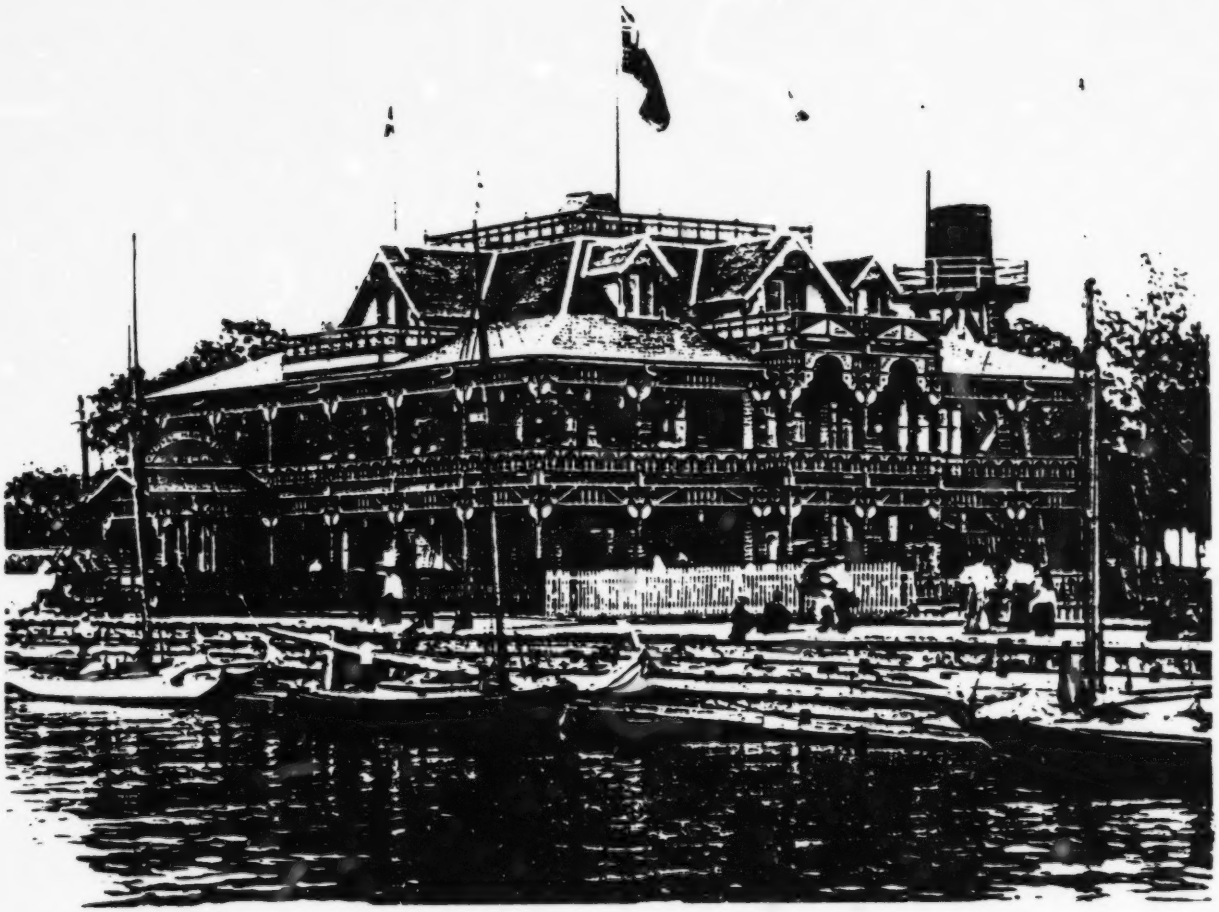

Royal Hamilton Yatch Club Circa 1895

APPROACH 1.0

1.0 Approach to the Hamilton Waterfront

1.1 Strategy Phase

Our basic working method in other waterfront planning projects is to attempt very early in the study to define the basic issues and get the involvement of the key people affected by any development plan for the area. It is very easy in studies of this kind to get bogged down in detail and information. What is far more important at the outset is to provide fresh and creative thinking about the possibilities of the Hamilton Waterfront and to set up the political and planning reality within which any future for the area must be decided.

What we propose therefore is that after an initial two-week mobilization period, during which existing material is reviewed and assessed, the study team, in conjunction with the Waterfront Parks Advisory Sub-Committee, hold a four-day intensive "think tank" or workshop in Hamilton. This format, which the team has employed very successfully in San Francisco, Buffalo and elsewhere, provides an opportunity for the team to meet with all the key community, business, recreational and other users of the waterfront and involve them in an actual working process for arriving at conceptual alternatives for the area. The first two days of this workshop are spent in meeting these key people and in assessing the characteristics and potential of the site, the second two days in actually fleshing out a number -- usually three or less -- of potential development scenarios for the area. These scenarios attempt to incorporate the different views and possibilities of the site, and are then presented back to the various groups and individuals involved in the workshop for their reaction and feedback.

In this rapid, intensive way, a very sound basis can be established for doing the detailed work of the study, which is undertaking a more sober and analytical

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examination of viable and real alternative concepts for the future of the area. If handled properly, this workshop process can generate a marvellous, broad based and creative enthusiasm for the waterfront's potential and involve groups and individuals in real ways that go far beyond the normal reactive process of citizen participation.

Such fresh creativity is needed for the real problems that must be overcome in making a significant urban waterfront improvement at this location. The area is located at some distance from the downtown and the highway system. Any intensive recreational activity will require better access, and substantial areas of parking. If one scenario for the waterfront involves review of high tourist generating activities, then planning will have to find solutions to improving access without damaging the environmental quality of the area. This is not an easy task. If another alternative is at the other end of the scale, proposing a low level of activity, involving perhaps the creation of a wildlife sanctuary and landscaping for walking and jogging, then the question of finding adequate funding sources has to be raised.

What this initial strategy phase does, therefore, is to ask all the basic questions about the future of the area, get the real involvement of the people affected and frame some practical alternatives for later, detailed analysis. After the workshop, the team would spend about one month amplifying those alternatives into a form that then can be formally brought forward to the Waterfront Parks Advisory Sub-Committee for endorsation.

1.2 Alternatives Phase

In all previous studies we have found it worthwhile to undertake detailed analysis of alternative design and development futures for an area. While many of the features might be common, and some of the differences between alternatives may be deliberately exaggerated, the depiction of clear variations in the way an area might develop provides a chance not only to soften rigidly held attitudes and positions but to give a reality of choice, and the cost and benefits of choice, to those involved in the process.

For those alternatives to provide sufficient basis for decision, however, enough information must be provided on each of the scenarios. The principal task of the "Alternatives Phase" is therefore the production of that information base. That work will be undertaken in three principal areas: economic feasibility; recreational and environmental design; and infrastructure planning.

Economic Feasibility

There is a large volume of tourist traffic passing through Hamilton via the QEW en route to the Niagara Peninsula. There is also a large resident market available to Hamilton (some 2 million persons within a 1 hour drive). However, at the present time a very small percentage of these markets are attracted to Hamilton because the city is not viewed as a tourist destination and has limited facilities oriented to tourism. There is potential, in our opinion, to develop the Hamilton Waterfront area into a major tourist attraction through careful planning, the development of a number of complementary facilities and the promotion of these facilities to the markets mentioned above. At the same time, the facilities developed on the waterfront can provide a variety of recreational and leisure time opportunities for residents of the City and generate economic benefits for the City and area.

In planning the development of the waterfront as a tourist attraction there are several important factors that must be considered. First, any development must be of a sufficient scale to attract the available markets. Generally speaking, the distance from which an attraction can expect to draw people is directly related to the length of time people will spend at the attraction; people will not spend more time travelling to and from an attraction than they do at the attraction. Therefore, if an attraction hopes to attract people from 2 hours away, it must provide sufficient activities for a 4-hour period. The length of time a person spends at an attraction is also directly related to the spending level -- on average, spending at an attraction totals $2.50-$3.00 per person per hour.

In planning for the Hamilton Waterfront, it will also be very important to consider the economic and demographic characteristics of the markets that are to be attracted to the area. Demographic and social trends, such as the aging of the

population, the increasing importance of quality leisure time, more two-income families, and the increasing sophistication of the market, must all be taken into account. Any attractions should appeal to all age groups and to people with a wide variety of interests. Over the past several years, Canadians have been exposed to a variety of sophisticated leisure opportunities. No longer are we satisfied with the traditional amusement park or midway (e.g. declining attendance at the CNE). We are looking for high-quality experiences and we are looking for good value for our money. These factors must all be taken into account in planning for attractions.

It is also important to carefully size an attraction to the markets that area has available to it and to ensure that the level of capital investment is warranted by the potential attendance and spending of visitors to the attraction. As well, any attraction must be of a sufficient scale to pre-empt the competition from developing a similar attraction nearby and stealing the market.

It is likely that there should be at least one major "demand-generating" atttraction on the Hamilton Waterfront and, in addition, several complementary or "demand-supporting" attractions that would result in increased length of stay and spending. Demand-supporting attractions might include tourist oriented specialty shopping facilities or special events. A variety of different facilities offers the opportunity to attract a number of developers to the area.

Any facilites and attractions on the Hamilton Waterfront should capitalize on Hamiton's unique market position, must be of a size and scope sufficient to attract those persons who are presently passing Hamilton by, and must complement existing facilities.

For each of the identified scenarios, therefore, an outline pro forma of economic feasibility can be prepared, utilizing the marketing information generated here and the cost information derived from analysis of the infrastructure and development requirements of that alternative. In this way an order of magnitude summary of costs and benefits can be prepared as the basis for decision.

Recreational and Environmental Design

A wide range of alternatives exist for the planning and design of the recreational and environmental improvements proposed for each of the scenarios. The type of landscaping proposed could vary from the development of a major marina/restaurant/entertainment complex to the design of a wildlife and environmental sanctuary. The job of the design team is to make each of these alternatives real and to show how the particular problems that each reveals can be dealt with.

At the outset, a tension can be seen between the desire to make the area more publicly accessible and the consequences of that move -- more traffic, more parking, more noise, more activity. The major trick in planning the area will be to show how reasonable intensification can take place with the minimum of negative impacts.

It is important that affected people and groups understand how those impacts can be dealt with. We like the idea of working principally using a model, since we have found the greatest level of understanding is achieved with models, supported by more traditional plan material. People also get involved in the excitement of trying new solutions to problems, something which can be done more easily with models. We know at the outset that some major changes to the road system are probable if a high-drawing attraction is proposed. To avoid automatic opposition, some imaginative participation in solving the problems generated by such a step will be necessary.

The success of the waterfront as an urban amenity for Hamilton will not rest purely on the nature of the landscaping or facilities provided. To make it an interesting, active place, a lot of work has to go into providing the kind of programming that draws people. The waterfronts that have been successful in North America, in Boston, Baltimore, San Francisco and Toronto, for example, have spent a lot of time and energy in finding the right mix of antique markets, festivals, sporting events, drama, dance, singing and just good old fun that attracts the kinds of groups and individuals that want to use the waterfront. That

programming mix needs a good organization and a lot of imagination, and the study should go as far as possible in proposing both activities and a management structure for undertaking them. Harbourfront's experience, incorporated in the study team, is invaluable in this regard, for they have shown how, with a combination of good organization and targeted fund raising, an extraordinary range of diverse activities can be put on for remarkably low budgets.

At the other extreme, we think a lot of investigation should be made of the potential in certain areas of the site for creating an interesting wildlife or natural interpretive centre that could be developed as a continuation of Coots Paradise around Dundurn Park to the Lax Property. These areas can be, if well designed, a highly successful complement to more active areas.

Infrastructure Planning

At the same time that each scenario is being explored and analysed for its tourism and recreational potential, an assessment must be made of the infrastructure requirements and possibilities associated with that alternative. The importance of some imaginative examination of parking and traffic needs has been stressed before, but the requirements for any additional municipal services must also be assessed. We also think that a thorough review of the design of the future water's edge treatment, including the location and design of existing and future marinas, is warranted. We do not think, for example, that the current landform, particularly of the Lax Property, should be accepted as a given, since a greater variety of uses and activities may be accommodated more easily with some variations in the filled areas.

Each of the proposed alternatives will therefore generate associated infrastructure costs for road improvements, parking areas, municipal services, landscaping, and for any required structures. These costs will be calculated at sufficient detail that the Sub-Committee is able to see the implications of each of the identified alternatives.

1.3 Development Concept Phase

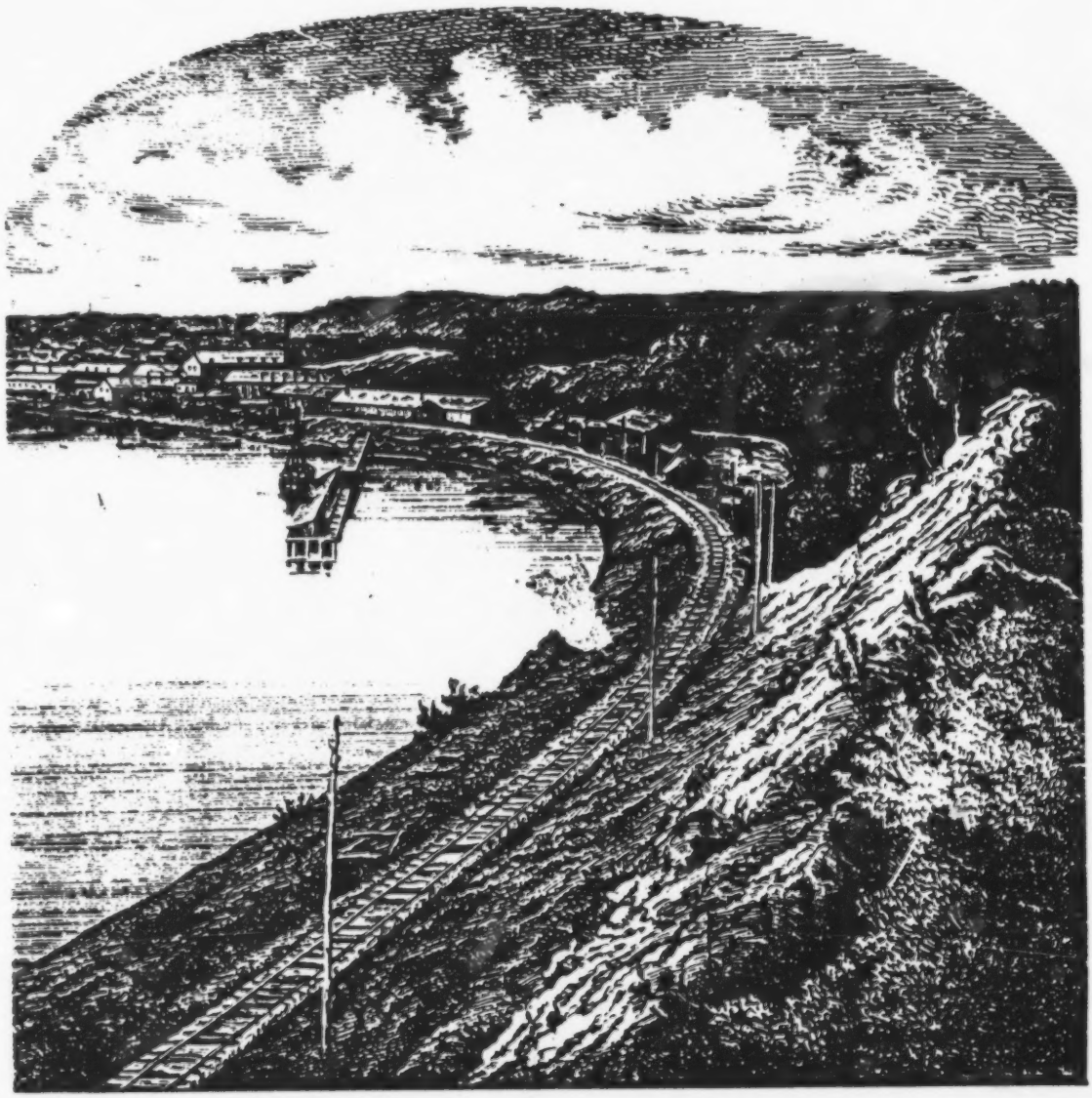
Once the alternatives have been sufficiently detailed in the manner described above, an interim report will be prepared by the team. This report will illustrate the alternatives graphically and on the model, fully describe their features and impacts and provide an outline pro forma detailing their economic feasibility. This report will therefore provide all of the information necessary for the decision on the appropriate development concept for the Hamilton waterfront.

The process of making that decision should again involve the broader community as well as the Sub-Committee. We do not think that another extended workshop is necessary, but a further working session with the groups and individuals involved in that workshop would be established. In this way, and after perhaps a series of meetings with the Sub-Committee, consensus should be reached on the recommended development concept.

Once this decision was made, work would commence on the final report, the content of which would correspond basically to the items listed in your terms of reference, except that only the selected development concept would be described.

Two additional items would however be incorporated in this final report. First, an "activity programming plan" would detail the kinds of cultural, recreational and other programmed activities that are appropriate for the waterfront and suggest the appropriate management structure and funding sources for those activities. Second, a "tourism development plan" for the waterfront would be outlined, describing the types of promotional and other activity necessary to realize the potential of the recommended improvements and again suggesting a management and organizational format.

This final report would be presented by the team to the Sub-Committee and to a formal public meeting in which any additional input could be obtained by the Sub-Committee prior to forwarding the report and its recommendations to Council.



Canadian Illustrated News March 4 1871 Hamilton Ontario

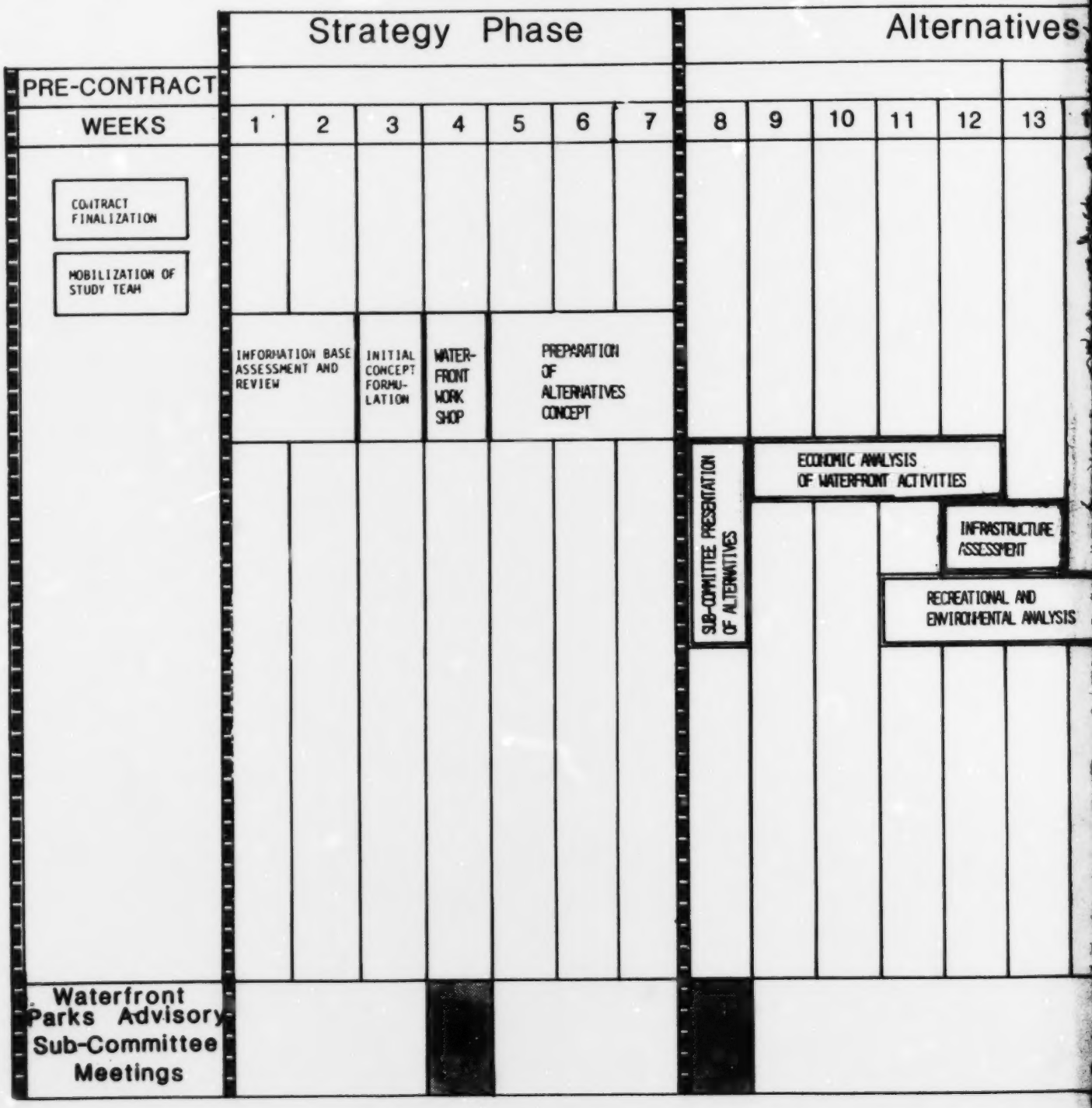
WORK PROGRAM & SCHEDULE 2.0

2.0 Work Program and Schedule

The following chart indicates the anticipated schedule for the work program detailed in Section I of this proposal. Maintaining this schedule is of course dependent upon keeping to the time periods allotted for the various decision periods indicated for the Sub-Committee and any other groups or political bodies that might be involved. Subject to these provisos on delays beyond our control, we see no difficulty in meeting the required October 1st, 1985 deadline assuming that the study is commenced promptly in February. Indeed, there is a distinct benefit in undertaking studies such as these as quickly as possible, since people's attention and enthusiasm can only be held for so long and major issues should be brought quickly to resolution.

WORK PROGRAM AND SCHEDU

Figure 2.1



HEDULE

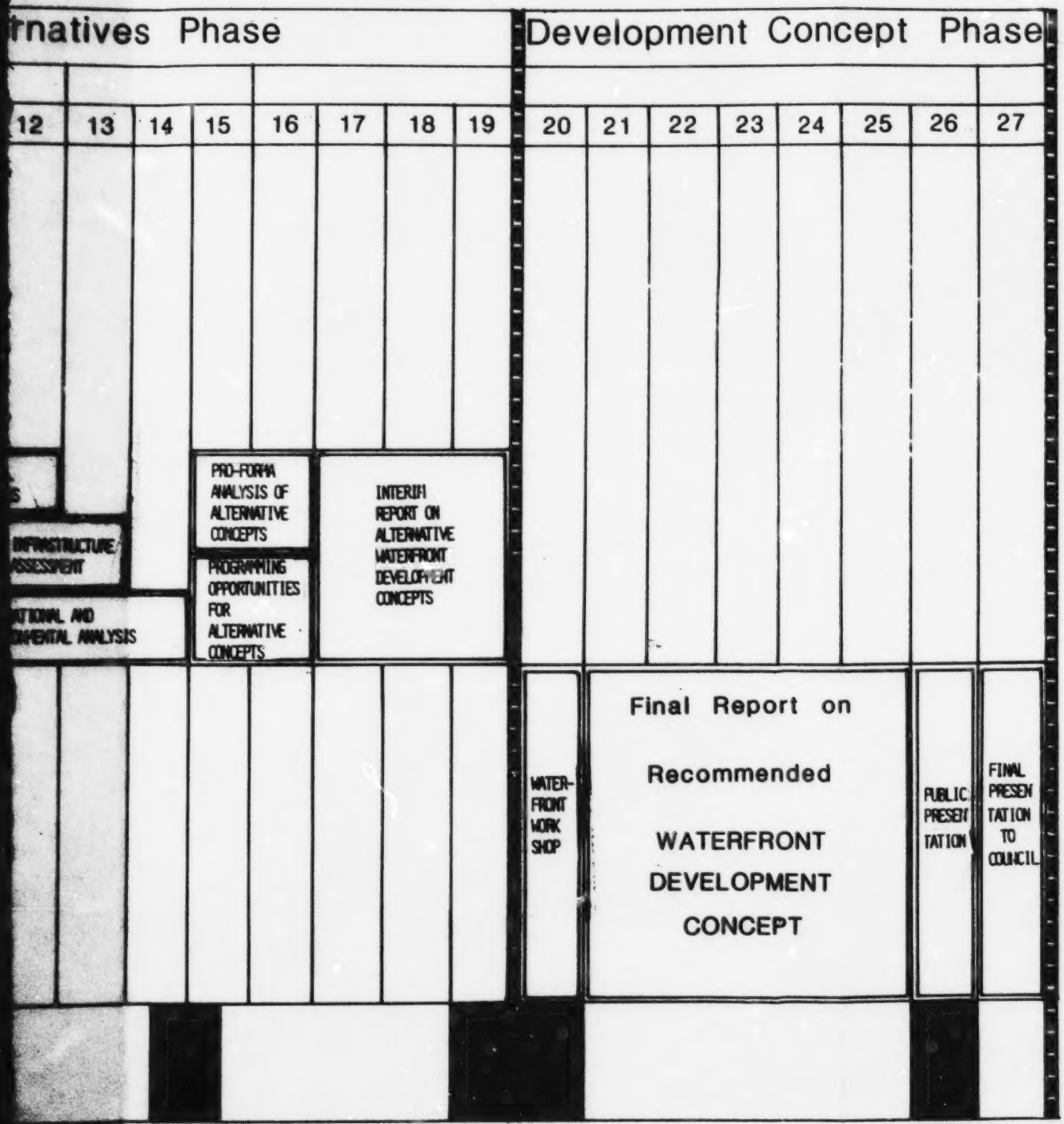


FIGURE 2.1

Burlington Beach Light House 1875

STUDY BUDGET 3.0

3.0 Study Budget

The work outlined in this proposal will be carried out for a total professional fee of $100,000, including any expenses which may be required, including the 75 copies of the final report and other materials, to a limit of $5,000. Any expenses in excess of this amount which had been authorized by the client would be invoiced at cost. The breakdown of this fee is as follows:

Strategy Phase	Fee	$ 30,000
Alternatives Phase	Fee	$ 50,000
Concept Phase	Fee	$ 20,000
TOTAL FEE		$100,000

Invoices will be submitted on a monthly basis in accordance with the schedule of per diem rates to the upset amounts stipulated for each phase. Invoices become due and payable upon receipt.

If we are selected as the consultant for this project, it would be desirable to review in detail our work program and your requirements to make adjustments as required, within the general framework of this fee proposal.

The following per diem rates for 1985 are applicable for each team member:

Per Diem Rates (1985)	
Mr. J. Berridge	$550/day
Ms. E. Galea	$450/day
Mr. M. Kirkland	$550/day
Mr. W. Kehm	$550/day
Mr. P. Li	$450/day
Mr. C. Stevenson	$600/day
Mr. R. Hewitt	$375/day
Mr. P. Young	$375/day
Mr. L. Wu	$225/day
Mr. E. Levy	$675/day

Mr. G. Phillips	$550/day
Ms. S. Mathieu	$375/day
Ms. C. Echtner	$200/day
Ms. G. Booth	$315/day
Ms. A. Tindal	$550/day
Mr. R. Lewis	$550/day

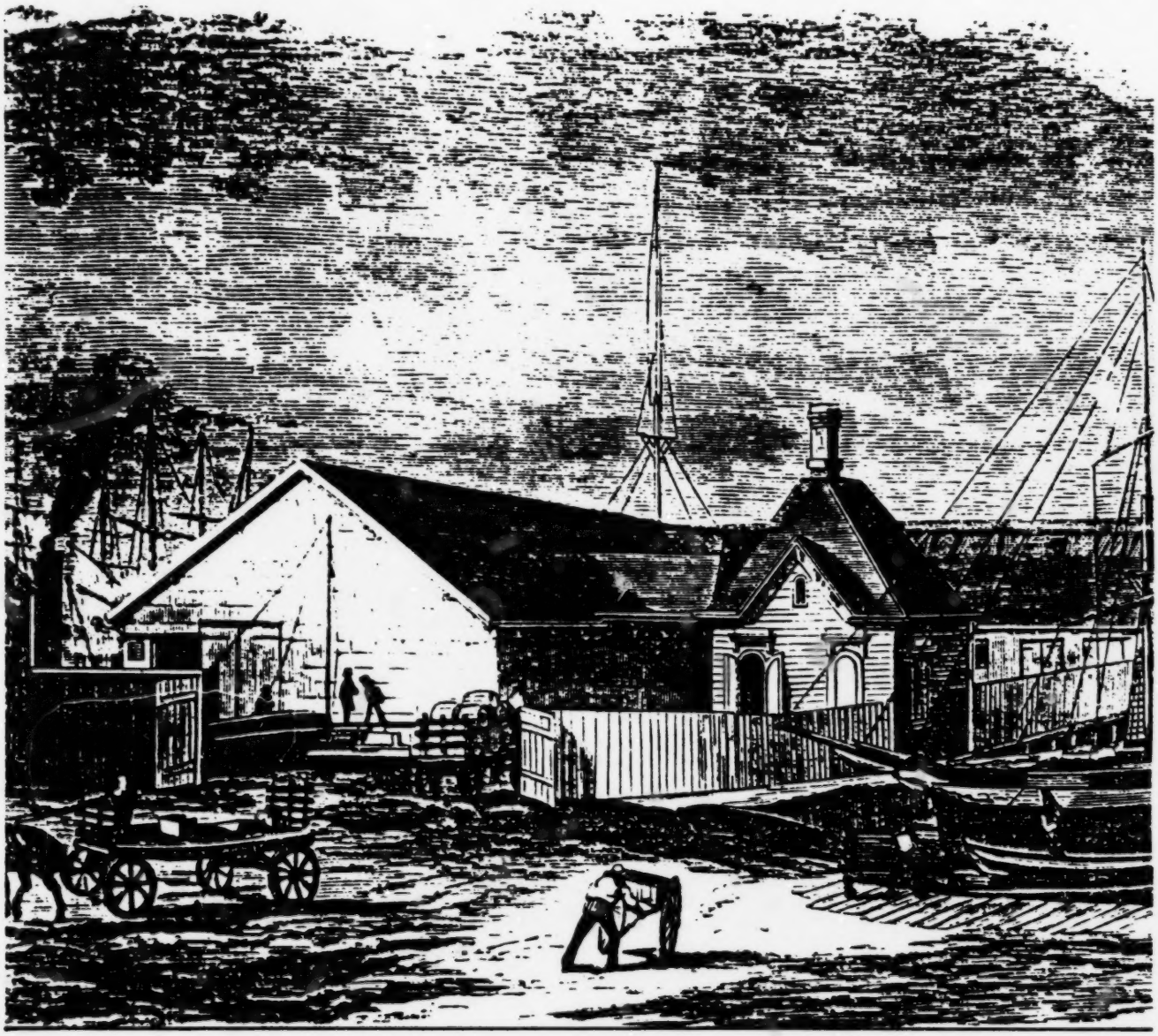
Technical Staff at 2½ times payroll cost.

These rates are based on a seven and one-half hour day.

The following budget breakdown between firms is anticipated:

Coombes/Kirkland/Berridge	$ 32,000
EDA Collaborative	$ 16,000
Economic Planning Group of Canada	$ 25,000
Barton-Aschman Associates	$ 6,000
Booth Aquatics Research Group	$ 3,000
Stevenson Hluchan Associates	$ 3,000
Parker Consultants	$ 6,000
Harbourfront	$ 4,000
Subtotal	$ 95,000
Expenses	$ 5,000
GRAND TOTAL	$100,000

Making a specific estimate for "public participation" is difficult since such a process is an integral and ongoing feature of the way we would undertake the study. Nonetheless we estimate the cost of the two workshop sessions at approximately $8,000.



Hamilton Bay , MacKay's Wharf Circa 1880

STUDY TEAM 4.0

4.0 Team Organization

4.1 Team Organization

The multi-disciplinary nature of this project requires a well thought out team structure and expeirienced people who have worked together effectively on previous projects. In addition, the sensitive nature of this study and the need for the careful definition and evaluation of options requires the full commitment of senior staff. Our proposal includes the direct involvement of senior principals throughout the course of this study.

Our proposal is comprised of a team of selected experts co-ordinated by the firm of Coombes Kirkland Berridge (CKB), who will be responsible for fulfilling to the highest standard the Terms of Reference of the study. The study will be under the direction of Mr. Joe Berridge of CKB, who will maintain contact with the Waterfront Parks Advisory Sub-Committee and co-ordinate study team members. The team organization is graphically illustrated on Fig. 4.3: Team Organization.

4.2 Co-ordination

Mr. Joe Berridge will be the principal in-charge, co-ordinating the work of the team members and acting as principal liaison with the City of Hamilton. He will also co-ordinate the study team members who respectively comprise experts who will contribute the the following aspects of the study:

- marina design
- landscape architecture
- environmental planning
- planning
- marketing
- economics
- site servicing
- transportation
- municipal services

- architecture
- waterfront activities programming

The greater majority of the team members have worked previously with this group on a wide variety of successful projects and good relationships have been established. Day-to-day project coordination will be provided by Ms. Ellis Galea, a senior architect/planner in Coombes/Kirkland/Berridge.

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HAMILTON, ONTARIO

Study Team

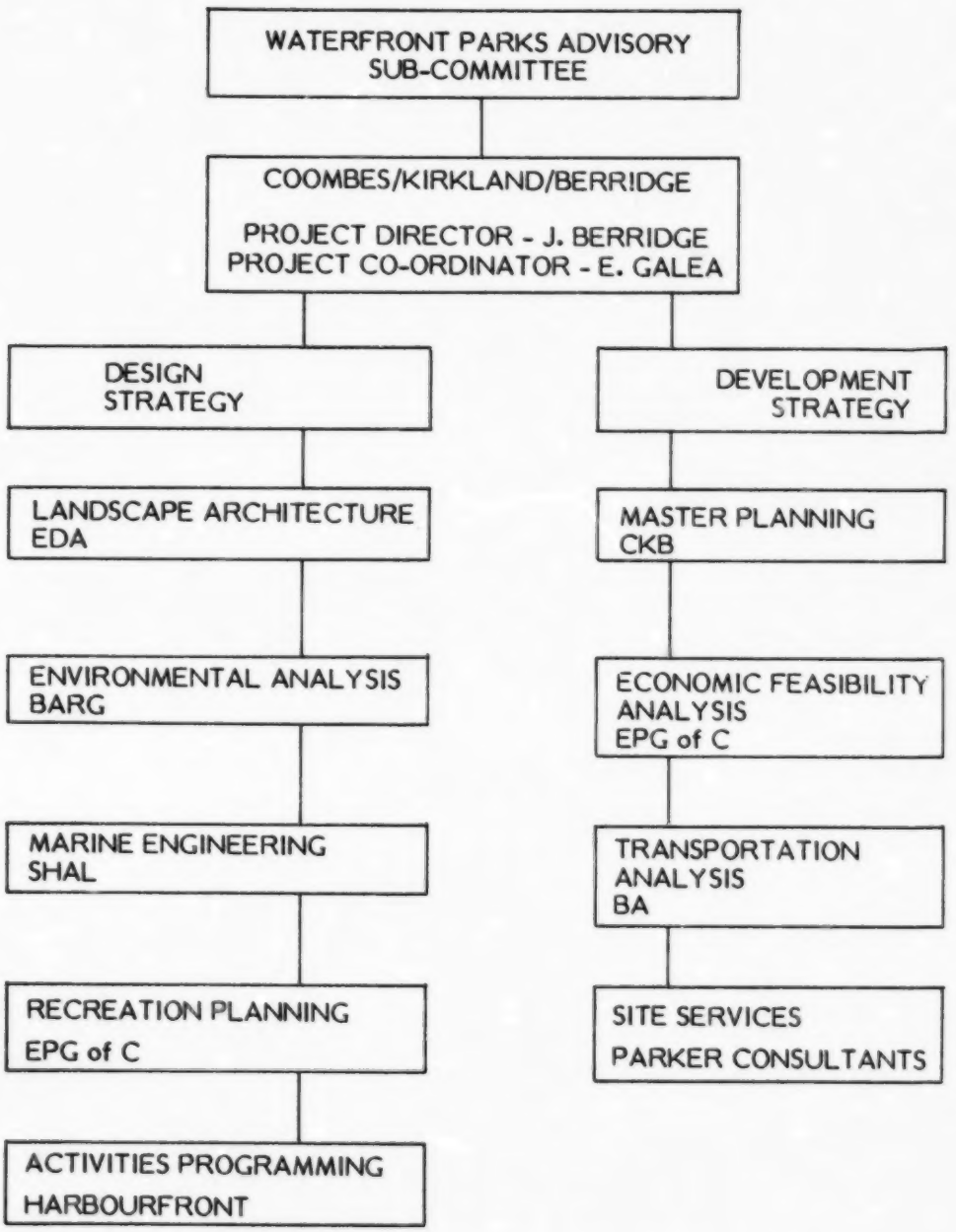
Our team is as follows:

Coombes/Kirkland/Berridge

Project Director:	Mr. Joe Berridge
Project Coordinator	Ms. Ellis Galea
Master Planning and Municipal Approvals:	Mr. Joe Berridge Coombes/Kirkland/Berridge
Landscape Architecture, Marina and Environmental Planning:	Mr. Walter Kehm EDA Collaborative Inc.
Marine Engineering:	Mr. C.A. Stevenson Stevenson Hluchan Associates Limited
Municipal Services Engineering:	Mr. Bob Lewis Parker Consultants Limited
Transportation and Parking:	Mr. E. Levy Barton-Aschman Associates Limited
Architecture:	Mr. J. Michael Kirkland Jones & Kirkland, Architects
Market Analysis, Management and Financial Planning:	Mr. Gordon Phillips The Economic Planning Group of Canada
Aquatic Science and Ornithology:	Ms. Gillian Booth Booth Aquatic Research Group Incorporated
Waterfront Activities Programming:	Ms. Ann Tindal Harbourfront Corporation (Toronto)

FIGURE 4.3

TEAM ORGANIZATION



4.4 Experience

Coombes/Kirkland/Berridge

The firm and its partners have broad and successful experience in both public and private redevelopments with a special focus on waterfronts. The firm typically advises on major projects which simultaneously involve matters of land use, urban design, architecture, transportation and development marketing and economics.

CKB's work on major waterfront redevelopments illustrates the firm's ability to creatively resolve complex development issues.

In the past five years the firm has worked on various development projects in the United States, Canada and the Caribbean.

A few of the **Waterfront Projects** undertaken to date by CKB and its partners are:

- Harbourfront, Toronto
- Battery Park City, New York
- The Palisades, New Jersey
- Barbados Fishing Harbour, Barbados
- Lonsdale Quay, Vancouver
- Spadina, York and Bathurst Quays, Toronto
- Cite du Havre, Montreal
- B.C. Place, Vancouver
- Roosevelt Island, New York
- Queensboro Bridge, New York
- Toronto Harbour Commissioners, Yacht Clubs, Toronto

Following a synopsis of the study team will be a brief description of selected waterfront projects undertaken by Coombes/Kirkland/Berridge, which are expressly relevant to the Hamilton Waterfront Project Site.

The partners have held senior positions in government and have extensive experience in the private sector. Mr. Coombes was Chief Planner of Toronto and is currently the Senior Director and Project Co-ordinator of the World Financial Center, Battery Park City. Mr. Kirkland was the Director of Urban Design for Midtown Manhattan and Associate Chief of Architecture for New York State Urban Development Corporation. He is also the principal of the associated firm of Jones & Kirkland, Architects which won the national design competition for Mississauga Civic Centre in Canada. Jones & Kirkland provides full architectural services. Mr. Berridge co-ordinated several housing developments for the Toronto Housing Department, has extensive experience in dealing with community and corporate development interests such as those of the CBC for whom he prepared the basic development strategy for thier new Broadcast Centre, and North York where he managed the planning and design of the new Civic Centre project. He is presently managing the Master Plan for downtown Buffalo.

All three principals were involved in preparing the development plan for Harbourfront, and a number of other highly successful waterfront developments.

The firm's Main Offices in Toronto currently employs a staff of 35 architects, engineers, urban designers, planners and technical support staff, with a Branch Office in New York City that is handling the project co-ordination of Battery Park City, among other work. Both branches are currently expanding.

EDA Collaborative Inc.

EDA Collaborative Inc. is a consulting practice with offices in Toronto and Edmonton specializing in open space and recreation design, waterfront redevelopment, landscape architecture and environmental planning. The firm is a corporate member of The Waterfront Center based in Washington, D.C., and has been involved with several waterfront redevelopment projects in Ontario and throughout the country.

The firm has been particularly noted for its ability to integrate environmental opportunities and constraints with creative and realistic master plans which are

acceptable to regulatory authorities and special interest groups.

Walter Kehm has a background in natural science, landscape architecture and recreation planning and has most recently been responsible for the Ottawa-Hull Inner Core Open Space Master Plan, a Georgian Bay mixed-use marina, recreation and residential development, the Kingston Open Space and Recreation Master Plan, and the Gananoque Waterfront Redevelopment Plan. He was also the principal-in-charge for the Bluffers Park Marina Plan and Oakville Yacht Squadron Master Plan while the chief landscape architect of Project Planning Associates Ltd. Internationally, he was the landscape architect for the Monaco waterfront redevelopment project and on marinas in the Middle East and the Caribbean.

E.D.A. will be responsible for the integration of environmental data, marina engineering and the activities programming, as well as the landscape architecture component. The overall organization of the study team is indicated in Figure 4.3.

Stevenson Hluchan Associates Ltd. are among the foremost marine engineers in Canada. They have considerable experience in harbour developments, small craft harbours and marinas, and in understanding the subtle interrelationships between marine engineering projects and urban development, as exemplified by their work on Spadina Quay in Harbourfront, the T.H.C. Yacht Club Relocation Plan and the Bridgetown Fishing Harbour, Barbados -- all of which they undertook with Coombes/Kirkland/Berridge. While this is not an engineering feasibility study, it is nonetheless important that the team be guided by the general experience of Stevenson Hluchan and be able to draw on them for specific cost estimating functions, identification of engineering options, and building systems.

In addition, **Charles Stevenson** worked with Walter Kehm of EDA on the development of plans for the Bluffers Park, Burlington and Cold Lake marinas where engineering, environmental planning and design issues were successfully integrated within established budgets.

The **Economic Planning Group of Canada (EPG)** is a consulting firm which specializes in the tourism and recreation industries. The members of our

consulting team have had extensive experience in the industry both in the development, operation and marketing of tourist facilities and in the preparation of market and economic feasibility studies for tourist attractions and four-season destination resorts. **Gordon Phillips,** a senior principal of the firm, will lead their work and he has previously carried out a number of studies which have investigated the market potential and feasibility of marina and other uses in waterfront developments. He has recently completed a study in the Owen Sound area which included the evaluation of an existing 150-slip marina operation and an examination of the market potential for additional boat-slips and associated facilities at this location. This evaluation was part of a larger study which was carried out to determine the economic feasibility of the development of a four-season resort and real estate project in association with the waterfront facilities and marina. This project also included preliminary estimates of capital costs and the preparation of operational and management plans for the project.

EPG has also prepared a market and economic feasibility study on the development of a marina and equestrian facility at Carillon Provincial Park in eastern Ontario. This study included an analysis of market potential and the preparation of alternative development concepts for the site. After the selection of the preferred development concept, capital cost estimates were prepared and the economic feasibility of the project was determined.

EPG has participated in several other waterfront projects. These included a development concept and feasibility study for a development of Lake Ontario near St. Catharines and a waterfront plan for Gananoque, Ontario with EDA. They are also very familiar with the market potential for tourist/recreation facilities in the Metro Toronto area, having completed several studies on the market potential and economic feasibility of major attractions in the Toronto area. In 1982, EPG prepared a five-year development plan and economic feasibility study for Ontario Place. This study included a review of the current performance of Ontario Place and evaluated the market potential and feasibility of a major new ride as well as the expansion of some of the existing facilities. Other studies that EPG has recently completed in the Toronto area include a feasibility study for a water theme park and the market and economic components of a master plan for the Boyd Conservation Area north of Toronto.

EPG has also completed studies for several cruise ship companies and recreation marina complexes in other parts of Canada.

Parker Consultants Limited is a consulting firm of Professional Engineers with main Offices in Hamilton, who will be handling the Municipal Services in the Hamilton Waterfront Master Plan Study. They will deal with the provision or expansion of services to the areas proposed for development.

Initial work will consist of gathering and reviewing available information and records. Much of the material relating to existing services is already in our possession and additional information will be obtained from the records of the City of Hamilton, the Regional Municipality of Hamilton-Wentworth, the Harbour Commissioners and Hamilton Hydro.

Secondly, servicing requirements will be provided for up to four alternative development proposals. The adequacy of existing storm sewers, sanitary sewers, watermains and electircal services will be assessed and the need for expanding or enlarging these will be determined.

Parker Consultants will prepare cost estimates for each of these items, sufficient in detail for comparative purposes.

In addition, they will prepare details of proposed services, including routes and sizes, which will be added to the preferred concept plans. Cost estimates, suitable for budgeting purposes, will also be provided.

Barton-Aschman Associates Ltd. has earned a reputation for providing innovative, practical solutions to complex transportation problems. The firm has a multi-disciplinary approach and provides consulting services to governmental agencies, commercial businesses and private and public land developers on six contentents. Barton-Aschman is one of a few Canadian consulting firms specializing in transportation systems planning with professional services offered in traffic operations and engineering, functional design, transit facilities planning and parking needs analysis and design. They were involved in providing the traffic component of Hamilton's Central Area Plan.

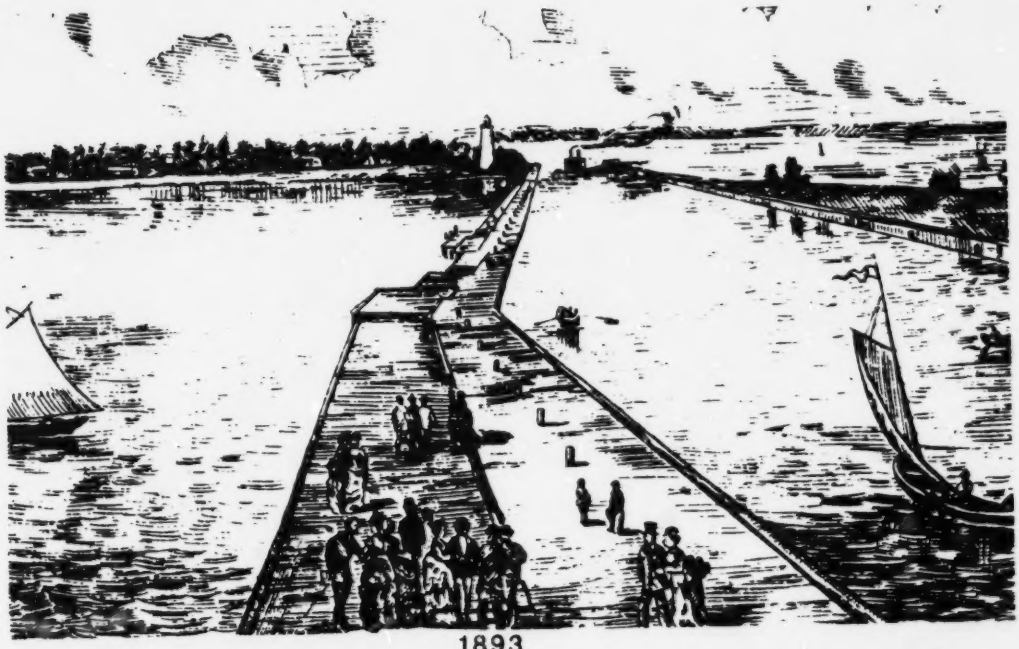
Edward Levy will be responsible for transportation and parking planning. He brings to the team a unique understanding of transportation needs along the waterfront and an innovative approach to solving complex planning and engineering uses. **Chris Middleboro** will also be involved being a native Hamiltonian and having previously worked for the Traffic Department of the Region of Hamilton-Wentworth.

Harbourfront Programming Division: Ann Tindal is currently director of Harbourfront Corporations Programming division. Ms. Tindal joined Harbourfront in 1975 with a mandate to create and promote public interest and involvement in the newly assembled lands. She did so by staging a wide variety of cultural and recreational events that gave people a reason to rediscover their waterfront. Over time, these programmes won tremendous public favour and ultimately contributed in a major way to the public acceptability of the Harbourfront plan. Public programming became so important that it was formally entrenched by Harbourfront polciy makers in the development framework. Today, at Harbourfront, programming is a major factor in establishing Harbourfront's image as a public place, with a highly positive public profile.

Booth Aquatic Research Group Incorporate (BAR) is a group of aquatic biologists and environmental scientists. Its emphasis is on producing high quality reports based on sound scientific judgement.

Booth Aquatic Research has been involved in contracts with both the government and private sector. Their associations with scientists across the continent allow them to involve renowned scientists or to call upon specific expertise when projects warrant.

Gillian Booth will be co-ordinating the work of Booth Aquatics, and has a strong awareness of the interaction between recreation planning, waterfront development and water quality and brings a unique understanding of the tradeoffs required between these diverse elements.



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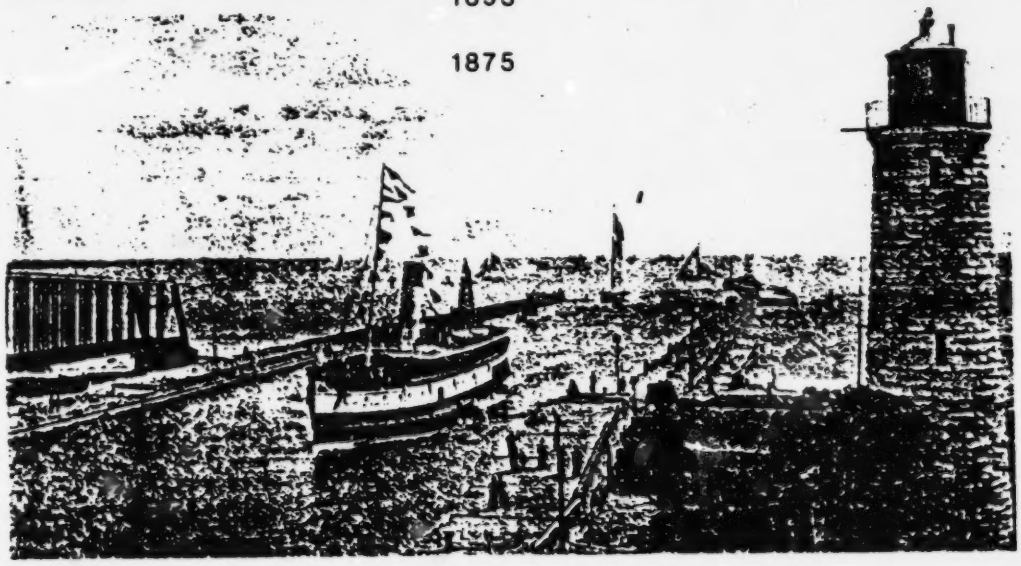

The Canal In The Bay Hamilton Ontario

REPRESENTATIVE PROJECTS 5.0

TABLE 5.1

EXPERIENCE MATRIX

	CKB	EDA	SH	BA	BARG	EPG	HFT	PC
PLANNING								
Environmental/Urban Inventory and Analysis	o	o	o	o	o	o		o
Programme Development	o	o	o	o	o	o	o	o
Policy Analysis	o	o	o	o	o	o	o	o
Governmental Liaison	o	o	o	o	o	o		o
Official Plans	o	o		o				
Zoning/By-Laws	o	o		o				
DESIGN								
Alternative Concepts	o	o	o	o	o	o	o	o
Concept Evaluation	o	o	o	o	o	o	o	o
Development Plan	o	o	o	o		o		o
Implementation Drawings	o	o	o	o				o
Cost Analysis/Estimates	o	o	o	o		o		o
MARKETING								
Market Analysis	o		o			o		
Market Identification	o		o			o	o	o
Options Evaluation	o	o	o	o		o		o
ECONOMICS/MANAGEMENT								
Impact Analysis	o		o	o		o		o
Pro Forma Statements	o		o	o		o		o
Organization/Operating Analysis	o	o	o	o		o	o	o
IMPLEMENTATION								
Development Strategy	o	o	o	o		o		o
Development Approvals	o	o	o	o	o	o		o
Development Controls	o	o	o	o	o	o		o
Development Supervision	o	o	o					o
Environmental Monitoring		o			o			

5.2 Unique Qualifications

The following aspects of our Study Team we believe are unique and of special relevance to this project.

Coombes Kirkland Berridge

Toronto's Harbourfront (1978-present): In 1978 CKB was retained by the Harbourfront Corporation to undertake the master planning and development strategy, which successfully created a vital new city waterfront on a site that previously had an image of being an unpopulated industrial zone.

CKB has been the principal planning consultant for Harbourfront continuously since 1978. The firm prepared the Development Framework report which was adopted by all the approving agencies. The document summarized the nature of the 90-acre federally owned site and proposed a very ambitious programme for designing and developing the site. The programme envisaged developing the cultural and recreational activities for which Harbourfront is becoming internationally renowned and placing Harbourfront on a basis of economic self-sufficiency through the revenues from development.

The new development is creating a usable and interesting urban waterfront for Toronto, a place where the downtown meets with the water and a complement to the other open spaces along Metropolitan Toronto's waterfront.

Harbourfront Spadina Quay, York Quay, Bathurst Quay, Maple Leaf Quayetc.

CKB has been retained to prepare detailed area plans for sub-areas of Harbourfront as they come available for development. The development programmes, for example Spadina Quay, would call for the rehabilitation of two existing industrial warehouse structures for use as commercial markets and public activity space; the construction of some 800 residential units; a small marina enclosed by a breakwater; public open spaces of various types and sizes; and structured parking for all of the uses, on the 14-acre site. The firm is currently undertaking a review of the development potential of the central quays of the project.

Battery Park City, New York (1980-present): CKB acts as Project Co-ordinator for Battery Park City World Financial Center on the New York City Waterfront, with Mr. Coombes, a principal in both CKB and Jones and Kirkland Architects, acting as Senior Director and Project Co-ordinator.

The project includes the development of a 6-million square foot Commercial Center that will become the focus of the 95-acre mixed use development, on a former landfill site. CKB was initially retained to assist Olympia and York in the selection of the architect for the Commercial Center, resulting in a highly successful, publically acclaimed competition. The firm's work since has broadened to involve:

- management of the urban design process
- obtaining all City and State Planning and Environmental Approvals
- project co-ordination -- which includes the orchestration of a complex and diverse project team and maintaining a demanding design and production schedule.

Palisades: New Jersey (1983): Currently the New Jersey shoreline exists as a rapidly developing narrow strip of industrial waterfront lands. Of the parcels of land under development, one project has the potential to be striking and memorable. It includes 200 acres of river frontage extending for two miles along the Jersey Shoreline fronting onto Manhattan.

Coombes/Kirkland/Berridge have been retained to prepare a design and development strategy for the Palisades project. Integral to the development strategy is an outline for phasing development within a design framework that permits economic adapatability to changing market demands, providing a set of amenities complementary or otherwise unavailable in New York, including:

- a splendid pastoral setting with granite cliff and backdrop
- a high degree of privacy and security
- an unparalleled view of the City of New York
- outdoor terraces and collective yards in the spirit of earlier resident hotels

- the prospect of personal boats and horses moored and stabled close by
- the availability of extraordinary amenities including botanical gardens, aquarium, extensive health facilities, tennis courts, public gardens, etc.

The site would also be a major visiting place for the larger public, providing extensive spaces for:

- waterfront festivals
- parks and private spaces
- restaurants and shopping.

Barbados Fishing Harbour (1979-present): CKB has undertaken a feasibility study for the development of the new harbour for Bridgetown, Barbados. This study is in collaboration with Stevenson Hardtke Associates and David Lashley and Partners, Engineers. The project study is funded by the Canadian International Development Agency.

CKB is responsible for the Urban Design component of the study, providing:

- a fishing harbour for local and deep sea boats
- the creation of a strong image for the waterfront of the capital city, Bridgetown
- the development of facilities that attract tourism, such as restaurants and shops, etc.
- the development of facilities that accommodate local uses -- fish markets, etc.
- the development of water related commerce, such as facilities for moorings, marinas, boat repair and servicing, boat clubs, etc.
- the accommodation of water related industries such as boat-building and storage
- and the development of all these amenities and uses within a public infrastructure comprised of streets, promenades, boardwalks and public spaces opening up the Atlantic frontage of the City through the creation of streets, promenades and public spaces.

Lonsdale Quay, Vancouver (1982): is a mixed use development presently being created on 25 acres of the city's waterfront. CKB was extensively involved in the proposal call process for two parcels which were being made available for medium density residential development with retail and office space components.

The firm:

- prepared the first and second stage proposal call documents
- provided advice on the development schedule and the proposal call timetable
- established submission requirements and evaluation criteria
- and detailed the nature of the conditions and agreements governing the development.

CKB continued beyond this initial phase and illustrated the site's potential with schematic designs and prepared site-specific design guidelines addressing such issues as:

- the appropriate building scale
- the need for residential privacy
- the relationship between public and private space
- and the requirements ensuring compatibility between this development and that on adjacent parcels.

Cite du Havre, Montreal (1982): Coombes/Kirkland/Berridge were been retained by CMHC to advise them on a design and development strategy for Cite du Havre, a 37-acre site on Montreal's Waterfront. Once part of Expo '67, the lands are largely vacant except for some temporary structures and Habitat -- Expo's 158 unit residential complex.

The objective is to attract private development to the site within a design framework that permits the qualities of imagination and innovation exhibited by Habitat but in ways that respond to the particular opportunities and concerns of the eighties.

Coombes/Kirkland/Berridge:

- outlined ways in which residential develoment can relate to the unique context of buildings and water environment and
- have developed an infrastructure plan for the site.

Envisaged is a proposal call process incorporating a working process with the development industry to determine the final site and parcel plan.

B.C. Place, Vancouver (1982): is a 220-acre site being developed by the British Crown Corporation. CKB has been designated consultant to B.C. Place for detailed investigation and elaboration of the Plan, which includes 12,000-15,000 housing units, 7.5 million square feet of office space, marine facilities, and a 60,000 seat covered stadium.

Roosevelt Island, New York (1975): J. Michael Kirkland, principal in CKB and Jones and Kirkland, while at the New York State Urban Development Corporation, organized an international competition for a site on Roosevelt Island: a nine-acre site that was to accommodate 1000 dwelling units.

Queensboro Bridge, New York (1974): J. Michael Kirkland of CKB, as Director of Urban Design in Midtown Manhattan with the Mayor's Office of Midtown Planning and development, in New York City, co-ordinated and undertook the Queensboro Bridge Project.

This included the physical co-ordination of a number of elements at the Second Avenue junction of the Queensboro Bridge, those being:

- composed public open space
- new subway station location
- alleviating the congestion which prevented visual and pedestrian access to the East River water's edge
- reorganizing the excessive traffic on 59th Street
- new cinematheque complex under bridge vaults.

CBC Broadcast Centre, Toronto, Ontario (1981-1983): Preparation of a strategy for the design and development of a large mixed-use project which is to contain the national headquarters for the CBC. As consultant to the CBC, the firm's work formed the basis for a proposal call to the private development industry.

Downtown Buffalo Master Plan, Buffalo, New York (1983): CKB were selected out of 20 applicants by the City of Buffalo to prepare a Downtown Master Plan. Their master plan is now in the final stages of preparation.

City of Toronto Central Area Plan, Toronto, Ontario (1976): Prior to joining the firm, both Tony Coombes and Joe Berridge were in senior positions in the City Planning Department and were heavily involved in the production of Toronto's Central Area Plan.

City of Toronto, St. Lawrence Neighbourhood Official Plan: Joe Berridge, while at the City of Toronto, wrote the Official Plan and Zoning By-Law required to permit the St. Lawrence neighbourhood.

City of Edmonton, Edmonton, Alberta (1979): Preparation of a Downtown Redevelopment Plan which sets out policies and regulations for use, density, built form, amenity standards, etc. Downtown Housing Study also undertaken to identify ways to increase downtown housing stock.

Mississauga City Hall, Mississauga, Ontario (1982): Won first place among 246 entries for the design of a new City Hall for Mississauga. The associated firm of Jones & Kirkland, Architects is now finishing the design of the building, which is currently under construction.

Yacht Club Relocation Plan, THC Stadium Road Properties, Toronto, Ontario: Preparation of a plan for the relocation of the two yacht clubs on the Stadium Road properties and the redevelopment of prime waterfront land. Negotiation of plan with yacht clubs and City of Toronto.

E.D.A. Collaborative Inc.

Waterfront Development Study, Gananoque, Ontario: A planning study which assessed the existing conditions of the Gananoque and St. Lawrence River waterfronts and marina. A tourism and recreation-oriented program was developed for upgrading the appearance, increasing accessibility, providing better quality services for local, transient and island resident boaters within the economic capability of the Town. The study recommended an overall physical development plan as well as an action-oriented implmentation strategy and marketing plan to integrate a proposed 500-berth marina with an overall recreation master plan.

Thornbury Harbour Development Plan, Thornbury, Ontario: The firm was initially engaged to develop a master plan for a year-round resort project adjacent to a small craft harbour. This involvement was expanded to an overall master plan study of the harbour and the linkage to the existing downtown core area of the town of Thornbury. Major recreational facilities were evaluated and integrated into the overall master plan.

National Museum of Man, Hull, Quebec, National Capital Region: The firm is currently commissioned to prepare the site and landscape development of this prestigious $80,000,000 project across the Ottawa River from Parliament Hill. The site area is approximately 10 hectares, of which 20% is occupied by the Museum building. Our work includes the redevelopment of the Parc Laurier, planning and design of the arrival plaza, fountain display, streetscape, a series of gardens and courtyards incorporating outdoor museum displays and the rieverside park and marina areas.

Port Dalhousie Harbour Study, St. Catharines, Ontario: This study involved a comprehensive analysis of the planning, ecological and legal aspects of the harbour. A development and action plan was developed integrating new marinas with open space, recreation, industrial, commercial, tourism and residential uses.

Bluffers Park Master Plan, Scarborough, Ontario: A detailed environmental analysis was made of the proposed development area including soils, limnology, terrestrial ecology, transportation, recreation, municipal engineering and landscape architecture. Alternative 1000-berth marina development concepts, transportation plans, and recreation scenarios were prepared and evaluated. A detailed environmental capability matrix was developed to help assess the most suitable alternative, taking into account political, policy, technical and financial concerns.

Burlington Marina, Burlington, Ontario: Two marina feasibility studies were carried out to assess the possible location of a 500-berth marina by a downtown park Lake Ontario site and/or a site off Indian Point in Hamilton Harbour. Master plans, cost estimates and marketing profits were prepared.

Kingston Olympic Sailing Facility, Kingston, Ontario: As part of the overall planning team, Mr. Kehm was responsible for the detailed stie evaluation of several options with special emphasis on the Portsmouth Harbour area.

Cold Lake Marina, Cold Lake, Alberta: A feasibility study was prepared to assess the need, location and size of a proposed marina for Cold Lake. Stevenson Hluchan Associates assisted EDA in the preparation of a 500-boat marina master plan related to surrounding commercial, tourism and recreational facilities.

Aspen Beach Marina, Aspen Beach Provincial Park, Alberta: An overall park/marina concept plan was prepared to incorporate a proposed 500-berth marina into the provincial park. Difficult topography conditions made car access difficult, and, combined with fluctuating lake level conditions, resulted in the need to prepare detailed alternative plans for evaluation prior to selecting and developing a final plan.

Ottawa-Hull Core Area Open Space Study: Preparation of an open space concept plan for the Ottawa-Hull area including the Parliament Precinct, Museum of Man/Parc Laurier, the riverfront and lands adjacent to the ceremonial route.

Bronte Creek Provincial Park, Bronte Creek, Ontario: Preparation of a master plan and detailed implementation plans for Canada's first urban-oriented 3000-acre provincial park and recreation area.

Johnson's Island Park Development Plan
Carseland-Wyndham Provincial Park: Development of environmental analyses and parks development concepts for the rehabilitation of this 88-acre island in the Bow River. All plans had to be carefully evaluated to ensure compatibility with the water management functions of the irrigation weir.

Lloydminster Urban park, Lloydminster, Alberta: Development of a master plan for a 1500-acre park as part of the province's urban park policy. A plan has been approved and the $5,000,000 project is currently under working drawing development with construction scheduled for 1984.

Paddle River Dam Master Plan, Mayerthorpe, Alberta: As part of a proposed dam and flood control project, a master parks and landscape rehabilitation plan was developed for Alberta Environment. Extensive environmental analyses were carried out, including an evaluation of slopes, soils, geology, hydrology, micro-climate, vegetation and wildlife.

Kettle Lakes Provincial Park, Timmins, Ontario: Feasibility analysis for a proposed recreation and resource centre complex within the park area, including facilities such as conference centre and accommodation, golf course, riding stables, additional trails, concessions for food, bicycles and boat rental.

Oakville Yacht Squadron, Oakville, Ontario: A concept plan and staged development strategy was prepared for the Yacht Squadron to assist in planning for their rapid growth along the 16-mile creek river frontage. Dredging, marina development, boat launching and club house facilities were completed by the sixth year of a ten-year plan.

Stevenson Hluchan Associates Ltd.

Harbourfront, Toronto, Ontario: Provided complete consulting services to the Harbourfront Corporation. Feasibility studies, preliminary engineering, detailed design drawings, contract drawings and docuemtns. Project involved land reclamation, sewer extension and harbour walls for roads and site services, hydraulic model studies for marina development and breakwaters, and land reclamation and perimeter walls for site development and underground garage.

Other Toronto Harbour Projects: Principals of the firm have undertaken several studies for the Toronto Harbour Commissioners, including a coastal engineering study of the Outer Harbour, an investigation of the collapse of Pier 52, and various stability investigations (ship channel walls, Cousins Dock, South Marginal Way). Projects for other public clients have included work on the Ward's Island Ferry Terminal for Metro Parks and the Toronto Island Airport runway extensions for Public Works Canada.

Deep Water Harbour, Bridgetown, Barbados (1981): The viability of extending the Port for the Government of Barbados was identified by an extensive study which recommended reclamation of thirty-five acres to provide additional facilities for general and containerized cargo handling and inter-island and trans-shipment traffic. Facilities also incldue a new bulk handling terminal and a new Port Administration building. The Master Development Plan includes provisions for marine-oriented industries and a fishing port.

Crary Park Marina, Peterborough, Ontario: Preparation of plans for a fully services marina located on the Trent Waterway System, providing up to 100 berths for powerboats, sailboats and houseboats.

Cold Lake Marina, Cold Lake, Alberta: Working in conjunction with EDA, a 500-berth marina plan was prepared including coastal engineering assessments, marina engineering and cost estimates.

Ontario Ports Study, Great Lakes Shoreline, Ontario: Establishment of facility requirements to the year 2003 for each of sixty public and private ports within the Province and development of a long-term strategy, as well as development plans for public ports confirmed as Regional Ports. Work included physical and socio-economic inventory, forecast and development analysis, past development alternatives and port development strategies.

URBAN DOCUMENTATION CENTRE
RESEARCH UNIT FOR URBAN STUDIES
McMASTER UNIVERSITY
HAMILTON, ONTARIO

Parker Consultants

Pier 25 Site Services: Site services built in 1983 for a 37-acre prestige industrial development on Pier 25, Hamilton Harbour. The work included grading, storm and sanitary sewers, water mains, street lighting, underground power and telephone service, seeding and landscaping. The owner is the Hamilton Harbour Commissioners. Engineering services provided included planning, design, contract documents, supervision and site inspection. Construction cost was $1,200,000.

Road/Rail Bridge: A bridge built in 1984 to carry road and rail traffic between Pier 24 and Pier 25, East Port Development, Hamilton Harbour. The bridge is 60 m long with four spans. The road superstructure is a contrete slab on steel beams. the substructure is concrete, carried on concrete filled steel pipe piles. the owner is the Hamilton Harbour Commissioners. Engineering services provided included planning, design, contract documents, supervision and site inspection. Construction cost was $900,000.

Lax Property Report: This assignment, for the City of Hamilton, included the design and estimating of costs of watermains, sanitary sewers, storm sewers and roads for a proposed industrial park on Hamilton waterfront. In addition, soil conditions were investigated and preliminary designs developed for building foundations.

Confederation Park Master Plan: Engineering services were provided for this assignment as sub-consultants to Moore/George Associates Inc. This included evaluation of existing services, including watermains, storm and sanitary sewers and electrical supply, geometric design of roadways and cost estimates for proposed services, parking areas, roadways and illumination.

Burlington Street Reconstruction: Design and construction supervision of Burlington Street Reconstruction from Kenilworth Avenue to Woodward Avenue. This project included a 1400 metre long bridge and cost $28 million.

Previous projects on Burlington Street include the design and construction supervision of road reconstruction between Sherman Avenue and Kenilworth Avenue, bridges at Wilcox Street and Kenilworth and functional planning of the section from Wellington to Kenilworth.

Industrial Roads and Serivces, Dofasco: This project included the design of sanitary sewers, storm sewers, watermains and service roads at Dofasco's Bayfront property.

Commuter Parking Lot: This assignment included the planning and design of a commuter parking lot at the Hamilton CN Station for GO Transit.

Barton Aschmann Associates Ltd.

Panorama Village Core, Invermere, British Columbia: Access, circulation and parking studies for a ski resort "village" containing 3000 residential units.

Evan Thomas Development Area, Kanaskis Country, Alberta: Transportation planning for a multi-use recreation area, including a 36-hole golf course, ski hills (including Mount Allen, the proposed site of the 1988 Winter Olympics), a conference centre, day use areas, campgrounds, riding stables, etc.

Data analysis relating to the trip generation of campgrounds throughout Alberta.

Blue Mountain Resort Village Core, Craigleith, Ontario: Transportation planning for a commercial/residential complex which will comprise 1000 residential units in addition to commercial support facilities.

Bond Head Harbour Village, Newcastle, Ontario: Traffic impact, access and parking studies relating to a 650-unit waterside retirement community which is to include a marina, conference centre, hotel, golf course and commercial/restaurant complex.

Central Area Traffic Management Study, Toronto, Ontario: Early in 1980, Edward J. Levy, President of Barton-Aschman Associates Limited, was retained as co-ordinator of the Central Area Traffic Management Study on behalf of the City of Toronto and the Municipality of Metropolitan Toronto. The Study was a multi-faceted transportation impact analysis of various proposals which had been tabled over a lengthy period of time.

Toronto Union Station Pedestrian Circulation Study, Toronto, Ontario: In 1978, Canadian National (CN) and Marathon Realty Company retained Barton-Aschman

to identify and document pedestrian system needs relating to projected dramatic increases in pedestrian movements through Union Station and, in particular, through the adjacent GO Transit terminal.

Downtown Hamilton Action Plan, Hamilton, Ontario: In 1982, Barton-Aschman was retained by the City of Hamilton to assist in the preparation of a downtown action plan. The main study goals were to revitalize and improve pedestrian (shopper) amenities in the vicinity of King Street East.

Downtown Aurora Planning Study, Aurora, Ontario: In 1982, the Town of Aurora retained a consulting team with marketing, transportation and urban design expertise to address specific planning issues within the downtown area. Barton-Aschman set out a number of traffic and parking recommendations which were included in the final plan adopted by the Town.

Economic Planning Group of Canada

Gananoque Waterfront Plan, Gananoque, Ontario: Working in conjunction with EDA, a preliminary market analysis and tourism study was prepared for the waterfront area. Alternative development programs were prepared and proposed marina and waterfront alternative plans wwere evaluated.

Owen Sound Marina, Owen Sound, Ontario: An evlaauation of an existing 150-berth marina operation to assess its market potential for additional slips and associated activities. Capital costs, operational and management plans were prepared.

Medonte Mountain Resort, Barrie, Ontario: Marketing analyses, capital budgets, financial pro formas and a development strategy were prepared for the proposed 4-season expansion of this resort.

Chaffey's Lock Destination Resort, Chaffey's Lock, Ontario: The study included a site location and property analysis as well as an analysis of the economic and demographic characteristics of the local market to determine the best possible site selection for the project. An analysis of the competititve and comparable facilties was also carried out for the same purpose.

The consultants recommended a development concept, including key elements to be considered, and an implmenetation strategy was developed after thorough analyses of the economic feasibility and the economic impacts on local tourism activity were carried out.

Gull Harbour Resort Hotel, Manitoba: As general manager of Venture Manitoba Tours limited, Mr. Phillips was centrally involved in all stages of the development of this facility, including:

. initial conceptual planning

- design
- feasibility analysis
- financing
- construction
- marketing
- operations

The resort hotel was successful in achieving a high level of occupancy shortly after it opened by catering to the family vacation market and the Manitoba conference/seminar market.

The Gull Harbour Resort Hotel is a 60-room, year-round destination resort hotel in Hecla Island Provincial Park 20 miles north of Winnipeg, Manitoba. The resort facility includes an indoor recreation complex with swimming pool, conference/meeting rooms, games rooms, tennis courts, an outdoor barbeque dining area, an 18-hole championship golf course, a swimming beach, marina and a system of trails for cross-country skiing, snowshoeing and snowmobiling.

Harbourfront Corporation

Harbourfront Programming Division, Toronto (1975-present): Today, programming is a major factor establishing Harbourfront's image as a people place. It is also largely responsible for the highly positive public profile that Harbourfront now enjoys.

A close integration of site development and cultural programming has made Harbourfront unique in the world. Consequently, this formula has attracted the interest of government bodies, planners, architects and cultural leaders from other cities in North America, resulting in consulting contracts as follows:

Olympia & York (1980-82): Project of the San Francisco Redevelopment Agency. To develop the Yerba Buena Gardens project in the City of San Franscisco. The mixed-use development spans three city blocks and combines commercial uses with public amenities, givieng a variety of opportunities for amusement, recreation, entertainment and cultural programmes.

Olympia & York, Battery Park City (1984): Advising on programme activity development for public open space and public amenities in the Battery Park City World Financial Centre, New York.

Port Authority of New York/New Jersey (1984-85): Advising on programme activity development in the planning process for the development of two major waterfront redevelopment schemes, Hoboken and Hunter's Point.

Town of Richmond Hill, Civic Centre Project (1984-85): Advising on the range and mix of programming activity development in the new Civic Centre Project.

Booth Aquatics Ltd.

Experimental Lake Neutralization

Ministries of Natural Resources and of the Environment
Government of Ontario (1981-1986)

BAR is responsible for the co-ordination and management of a five-year, multi-million dollar research program to evaluate the effects of neutralizing acidified lakes and lakes endangered by acidification.

They have designed and reviewed many related projects under this program. Fish population studies and fish toxicity studies are carried out in conjunction with extensive water quality work as the three major components of the program. Peripheral to these are examinations of the plankton and benthic communities, sediment chemistry and a variety of reports regarding the feasibility of different methods of liming lakes.

Fish Stock Assessment

Ministry of Natural Resources
Government of Ontario (1983)

An intensive, 10-month research project was implemented under the COED-NEED program to investigate fish populations in three Ontario lakes. These lakes presently contain fish which may be under stress from acidification of their environment.

Environmental Report on Proposed Agricultural Drainage
Cumming Cockburn & Associates (1984)

An environmental appraisal of the effects of a proposed agricultural drain in the Kawartha Region of Ontario was conducted. Means of minimizing effects of drainage were also pursued. This project was funded by the Kawartha Region Conservation Authority.

Orangeville Sewage Treatment
Credit Valley Conservation Authority (1982)

BAR provided an environmental review of a proposal to establish a dentrification sewage treatment plant in the headwaters of the Credit River.

Littoral Zone Habitat Mapping
Water Resources Branch, Ministry of the Environment (1982)

BAR was contracted to map the littoral zone flora and fauna communities in two southern Ontario lakes. This provided a baseline description of the lakes for the purpose of an environmental assessment of major perturbations which were forecast.

Review of Draft Environmental Assessment for Bruce Energy Centre
Canadian Environmental Law Association (1983-1984)

BAR was retained to comment on the Draft Environmental Assessment of Ontario Hydro to develop an industrial complex adjacent to the Bruce Energy Centre. Impacts on terrestrial and aquatic ecosystems were addressed.

Stormwater Drainage Review
Cumming Cockburn & Associates (1983)

A technical review was made of environmental assessment reports pertaining to the effects of stormwater damage from a new development on the ecology of Lake Simcoe.

Lakeshore Development Review
District of Carleton Place, Ministry of Natural Resources (1983)

Research and literature regarding the effects of nearshore cottage development on aquatic ecosystems were reviewed and recommendations were made for sensible regulation of development.